

ROTATION

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1. The objectives of rotation for the Agency are as follows:
 - a. A more effective and more economical utilization of the Agency's manpower.
 - b. A method of improving the selection and broadening the experience of individuals to serve in key positions.
 - c. The cultivation of an esprit de corps based primarily on the reward-for-merit principles.
2. The objectives of rotation for the individual are as follows:
 - a. Assisting him to do his present job more effectively by:
 - (1) Increasing his knowledge in his field.
 - (2) Providing him with new skills, techniques and methods of performance.
 - (3) Improving his ability to plan his work and to direct and supervise others in it.
 - (4) Increasing his understanding of the necessary relationships of his job to those of collateral and higher echelons of the Agency.
 - b. Preparing him to undertake jobs of increasingly greater responsibility commensurate with his growth potential by:
 - (1) Broadening his understanding of the objectives of the Agency and its mission.
 - (2) Intensifying the development of his planning, managerial and supervisory skills.
 - c. Providing him more opportunity to find the field in which he does best.
 - d. Removing him from a "rut".

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3. In order to provide a terminology that will promote a common understanding of rotation problems, the following definitions have been adopted:
 - a. Rotation: The process of systematic designation and re-designation of an individual to various kinds of duty and training for the purpose of improving his capacity to serve the Agency.
 - b. Transfer: The process of removing an individual from the rolls of one Office and his concurrent addition to the rolls of another Office. This process is independent of the process of rotation though it may be a consequence thereof.
 - c. Exchange: The process of rotating an individual by placing him temporarily under the operational control of another Office in return for another individual similarly attached.
 - d. Lend: The process of rotating an individual by placing him temporarily under the operational control of another Office without reciprocity, or of attaching him temporarily to an activity not a part of CIA.
 - e. Sponsoring Office: The administrative unit of CIA on whose rolls individuals with rotation assignments are carried and under whose administrative control individuals remain irrespective of where attached.
 - f. Receiving Office: The administrative unit to which individuals being rotated are attached and under whose operational control individuals remain until they are returned to the Sponsoring Office.
4. Principles which are concerned in the process of rotation are as follows:
 - a. Personnel Covered: In general, any individual who has been in the employ of the Agency for a period of two years is eligible for rotation. Rotation of persons who have been on duty for less than two years would be the exception rather than the rule.
 - b. Positions Covered: Any position within the control of the Agency to which the assignment of personnel will serve the objectives of rotation is regarded as covered by these principles. These include executive, operational, intelligence,

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technical, administrative and training positions, either in the field or at headquarters, within the Agency or with other public or private agencies or institutions.

- c. Job Groups Covered: The classes of individuals covered are inclusive rather than exclusive. The professional or technical activity of a given class of individuals may, by its nature, limit the job-type groups to which members of such a class will rotate.
- d. Normal Duration of Tour of Duty: Each individual rotation period may vary but will not be less than six months, and will probably average between eighteen and twenty-four months. Thus, a rotation assignment at the National War College will run some ten months while a rotation assignment to a position overseas may well run twenty-four to thirty months.
- e. Degree of Compulsion to Rotate: As a matter of principle, acceptance of a rotation assignment is compulsory for persons who intend to make a career of CIA employment. Any individual or Sponsoring Office, or Receiving Office, may, however, show cause why a rotation assignment shall or shall not be carried out. The reviewing authority (the CIA Career Service Board) shall in such cases make recommendations to the appropriate Deputy Director whose decision shall be final.
- f. Administrative Control: Individuals with rotation assignments will remain on the rolls of the Sponsoring Office and under its administrative control for promotion and transfer purposes. The Sponsoring Office will pay the individual from home office funds at his home office grade.
- g. Operational Control: The individual being rotated will be under the operational control of the Receiving Office for the duration of his tour of duty with that Office, during which period Personnel Evaluation Reports will be prepared by the Receiving Office and forwarded to the Sponsoring Office.
- h. Effect of Grade Differential between Jobs concerned in Rotation: Assignments given to individuals being rotated shall be generally commensurate with their abilities, keeping in mind the purpose of making the specific assignment. Rotation Loan Slots (See Schedule B, attached) will be allocated to Offices to maintain flexibility in effecting rotation where exchange of approximately equivalent personnel is not practical.

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- i. Changes in Grade: Promotions and other changes in grade shall remain under the control of the Sponsoring Office. The eligibility of the individual for promotion shall not be prejudiced or overlooked by reason of his status as an individual being rotated.
 - j. Duration of Rotational Pattern: It is premature at this time to formulate a policy covering the duration in years during which period the individual is subject to rotation policies, or to attempt to prescribe an arbitrary age limit after which rotation policies will not be applied.
 - k. Settlement of Disputes: Divergence of views between Offices or between an individual and his Office Career Service Board which cannot be satisfactorily resolved between the parties shall be referred in the first instance to the Secretariat which will review the case and forward its recommendation to the concerned Office Career Service Board (s). In the event the recommendation of the Secretariat is not accepted, the case shall be referred to the CIA Career Service Board for disposition.
 - l. Policy Governing Rotation within an Office: Intra-Office rotation policy shall be set by the Office Career Service Board within the framework of policies prescribed by the CIA Career Service Board.
 - m. Policy Governing Rotation between Offices: Within the framework of policies prescribed by the CIA Career Service Board inter-Office rotation will be based largely on a series of bilateral agreements between Offices which will set forth in each case the person being rotated, the expected duration of his assignment and any other pertinent facts.
5. There are two basic types of rotation as follows:
- a. Rotation by Exchange
 - (1) The Exchange procedure authorizes Office Boards to negotiate the "swapping" of two persons when it has been judged that rotation is the best method of broadening their experience.

This procedure will be used when the two positions in question are of corresponding responsibility. Respective grades of the positions or incumbents need not be exactly the same.

- (2) Individuals being rotated will be under the operational control and supervision of the Receiving Office Board.
- (3) The Receiving Office Board will outline to the individual the responsibilities of the new position.

b. Rotation by Loan

- (1) The Loan procedure authorizes an Office Board to recommend the temporary assignment of an individual to another Office without receiving anyone in return or to recommend his assignment to outside activities for the purpose of broadening his knowledge of his field.
- (2) Rotation slots, allotted by quota outlined in Schedule B, attached, will be available to Office Boards. These slots will be allotted by the CIA Career Service Board and will be "open" positions to accommodate any grade.
- (3) The Receiving Office Board will outline to the appointee the responsibilities of his new assignment. The appointee is "on loan" to the Receiving Office and will therefore not tie up an authorized T/O position. He will be assigned to a logical unit in the Receiving Office's organizational structure.
- (4) Appointees will be under the operational control of the Receiving Office Board.

6. Specific questions raised by the DCI in his memorandum of 7 March 1952 and recommendations in response thereto are as follows:

- a. Do you recommend limiting overseas duty to any particular number of years?

It is recommended that the Agency not limit total overseas duty to any particular number of years but that, in accordance with their needs and in consideration of the health and hazard conditions prevailing at various foreign posts, the several Offices concerned, in conjunction with the Medical Office, arrive at and recommend a uniform policy.

- b. Do you recommend bringing all foreign personnel home, say, one year in each four or at any other intervals?

It is recommended that as a policy and in conformity with existing and proposed federal laws all staff personnel serving

leave. Determination of the relative lengths of tours of duty in the United States and overseas will have to be adjusted constantly in consideration of the proportion of total staff personnel serving in the United States and abroad.

- c. Do you recommend moving officers as a matter of policy from Office to Office within the Agency or do you mean from division to division within an Office?

The rotation system recommended provides for intra-Office, inter-Office and extra-CIA rotation of the individual to duty or training. At the Agency level, the CIA Career Service Board is empowered to levy requirements on the Office Boards for individuals to prepare them to fill key Agency positions.

- d. At what rank does the rotation by the Career Service Board stop?

The rotation system recommended by this Working Group covers all positions and all ranks without restriction.